Travel & Expense Management System   CR #:   001
Change Request
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Title

Conceptual Approach to the Roadmap Vision for Expense Management

Priority

Essential

Change Request Details

Description

One of the objectives in the TEMS Project Charter is to consider recommendations, requirements, best practices, and enterprise solutions coming from the Roadmap Modeling Project.

The Roadmap Modeling Project Team recommends substantial changes to the current travel & expense management processes. Some changes will require significant changes to policy, and perhaps new legislation. The changes require efforts to interface with systems owned by other agencies and to create partnerships with private sector service providers. Employee bargaining units may be concerned with some proposed changes. All the changes require identifying and working with the customer base and stakeholders.

OFM needs to identify the owners of the policies and processes involved in the changes and these owners need to drive the changes.

The requirements the TEMS team has developed are for the State's "As Is" travel & expense management processes. If we were to implement a solution for these requirements without regard to the sweeping Roadmap recommendations, we will need to do significant rework.

However, there are business and technical drivers for TEMS that the Team can address by implementing some components of travel and expense management before all the Roadmap recommendations are in place. These include pre-authorization, improving deployment, and accessibility.

Therefore, we should expand the scope of the TEMS Feasibility Phase to include a Conceptual Approach. The approach should describe a phased implementation that starts with some core

features and a framework that supports bringing in new Roadmap-recommended components over time. It should also include a vision for addressing the Roadmap recommendations in terms of enablers, risk, components, sequencing, and rework required to merge with the core TEMS application.

Justification

If we implement a system based just on the "As Is" requirements and processes, we will face significant rework and cost as the "Could Be" processes and best practices are implemented.

The current TEMS Project Team is a software development team. The activities necessary to enable the Roadmap recommendations require a team with additional resources to change processes, policy, and statutes and form partnerships.

Impact if not implemented

If we developed the TEMS application to meet the "As Is" requirements, we would have to do significant rework to implement the Roadmap recommendations. Product managers would have to retrain the customer base. The amount of change management would greatly increase.

There would not be a coordinated effort between the TEMS Team and team implementing the Roadmap recommendations.

Change Request Impact Analysis

Scope & Requirements

In Scope:
- "As Is" requirements and processes
- The processes the Roadmap Team identified in the "Could Be" model
- Impacts on all government entities that follow the policies and statutes that need to be addressed based on the Roadmap recommendations.

Project Risk

- Analysis paralysis. We might get bogged down and spend a lot of time in analysis.
- Do not get the right people involved. We might make decisions or take actions that have adverse impact or require mending fences.

Schedule

The impact of doing the Conceptual Approach will be to add about two months to the project. The TEMS Team has spent two weeks discussing what will go into the Conceptual Approach, clarifying some issues regarding the Roadmap Recommendations, and assessing the impact. The Conceptual Approach will take about six weeks to complete (Dec. 12 – January 23). This assessment takes into effect the holidays and schedule leave by most of the Team members.

The other tasks in the Feasibility Phase will pick up after January 23. Here are the changes to the major milestone dates:

Milestone	Original Date	Revised Date
Alternative Selected	January 16, 2006	March 17, 2006
Implementation Plan	February 22, 2006	April 14, 2006

Budget
The budget for the Feasibility Phase is for internal staff effort in hours. We are not considering salaries/benefits.

The original budget for the Feasibility Phase (from Sept. 2005 – March 2006) was for around 3,000 hours effort. Creating the Conceptual Approach will take an additional 800 hours.

Project Management
Reacting to this recommendation will require changes to the schedule, task list, and communications plan for the Feasibility Phase. We have not developed the Implementation Phase schedule and project management plan documents, therefore, there is no impact with those items.

Alternatives
The "Do Nothing" alternative would result in the items listed in the "***Impact if not implemented"*** section coming to be. This would be a bad situation.

If OFM decides not to pursue the Roadmap recommendations, TEMS Team could implement the functional requirements we have already reviewed.

We do not see any other viable alternatives.

Recommendation
Develop a conceptual approach to TEMS implementation that moves toward the Roadmap's "Could Be" model for expense management.

Resolution Description

As of December 9, 2005:The Change Request was completed and submitted to the Sponsor (Sadie Hawkins) and Business Manager (Allen Schmidt. The Change Request will be submitted to the Steering Committee on Dec. 12, 2005.

Request Implementation Activities

The Conceptual Approach is diagrammed in Attachment 1.

The Core TEMS will be those functions that the TEMS Team will implement in the first set of releases.

The Visions are recommendations from the Roadmap project. The recommendations require enabling actions in a number of areas. These are future phases for TEMS.

The actions the TEMS Team will take to complete the Conceptual Approach are these:
- Determine what functions and requirements go into the Core.
- Modify the Software Requirements Specification to reflect the Conceptual Approach and the Roadmap recommendations.
- Document our understanding of the specific Roadmap recommendations.
- Identify the Roadmap recommendations that are specific enough for consideration in the Conceptual Approach and those that are not.
- Develop a matrix showing what enablers each Roadmap recommendation requires.
- Assess each Roadmap recommendation – risk, issues & assumptions analysis.
- Assess the Core TEMS – risk, issues & assumptions analysis.
- Analyze the Roadmap recommendations – high-level use cases, impact on core, and identify any logical groupings.
- Update the Software Requirements Specification based on the prior analytical work.
- Document the TEMS Core – context diagram & logical design.
- Package the Conceptual Approach.

Attachment 1: The TEMS Conceptual Approach with Considerations for the Roadmap Project Recommendations

Travel and Expense Management System (TEMS) Conceptual Approach

Enablers / Stakeholders

Partnerships: Private Sector

Statutes

Policy

Other Roadmap Components

Labor Relations

Partnerships: Other agencies

Core TEMS

Functions: pre approval, reimbursements, other expenses

Platform: accessibility, modular

Vision 1 Add *Roadmap* recommendation(s) (e.g., credit card)

Vision 2 Add *Roadmap* recommendation(s) (e.g., best practices)

Vision 3 Add *Roadmap* recommendation(s) (e.g., per diem)

Vision *n* Add *Roadmap* recommendation(s)

Product

Implemention project

Implemention project

Implemention project

Implementation project